

July 16th - 18th

# HANDS ON



**BOOTCAMP** GRANTS & GROW



# European Training Network

eufunds.news

## Identifying Funding Opportunities

*16. July 2025*

*SNKE: Bosko Nektarijevic*

# Session Agenda

- Understanding how Funding Sources work
- Main Funding Sources in 2025-27
- Call Analysis: Deciding on your Roles and Objectives
- Effective Networking and Partnerships
- Consortium Creation Simulation

*From Ideas – to partnerships – and proposal submission*

# Introduction

## Bosko Nektarijevic

BBA IFAM Business School 99, (France); MBA Solvay Business School, (Brussels), 04;  
Executive education, Harvard Kennedy School of Governance (Boston) 06;

High-level Management positions in EU Access, Brussels, Balkan Security Network, European Training Academy, Cotrugli Business School, Business Academy etc.

Senior Expert for the EU funding programmes; 20+ years of experience as a proposal writer, project manager, team leader, coach, project and programme evaluator for variety of EU Institutions, operational structures and projects in over 15 countries ( BiH, Croatia, Serbia, Macedonia, Serbia, Ukraine, Turkey, Belgium, etc)

## Global Funding Sources - Categories and Characteristics

- 
- Government Grant
  - Inter/Multinational Institutions
  - Multinational Banks
  - Public-Private Donors/Investors
  - Venture Capital
  - Angel Investors
  - Crowdfunding Platforms

## Global Map of Major Funding Sources by Continent

Continent	Government Sources	Multinational Banks	International Institutions	Venture Capital (VC)	Angel Networks	Crowdfunding Platforms
Africa	AfDB, EU Trust Fund for Africa, national dev. banks	African Dev Bank, World Bank	UNDP, USAID, DFID, GIZ	CRE VC, Knife Capital	ABAN, Lagos Angels	Thundafund, StartSomeGood
Asia	China Dev. Bank, India SIDBI, Japan JICA	ADB, World Bank, Islamic Dev. Bank	ADB, UNDP, JICA, WB	Sequoia China, SoftBank, Antler	India Angels, BANSEA	Campfire, Crowdo, Ketto
Europe	Horizon Europe, national ministries, EEA/Norway Grants	EIB, EBRD, World Bank	EU Commission, OSF, UNDP	Atomico, Balderton, Northzone	EBAN, UKBAA	Seedrs, Ulule, CrowdCube
North America	US NSF, SBIR, DoE, Canadian IRAP	IDB, World Bank, IFC	USAID, UN, Gates Foundation	Sequoia, Andreessen Horowitz, Accel	Angellist, Tech Coast Angels	Kickstarter, Indiegogo
South America	BNDES (Brazil), national dev. banks	CAF, IDB, World Bank	UNDP, IDB, GEF	Kaszek, Monashees	Brazil Angels, NXTTP Labs	Catarse, Idea.me
Oceania	Australian federal & state grants, NZTE	ADB, World Bank	UNDP, World Bank	Square Peg, Blackbird Ventures	Sydney Angels, Icehouse	Pozible, MyCause

# How funding programmes work

[Official directory of the European Union - EU Whoiswho - Publications Office of the EU \(europa.eu\)](https://european-union.europa.eu/priorities-and-actions/eu-priorities_en)

## Who gets to Decide

[https://european-union.europa.eu/priorities-and-actions/eu-priorities\\_en](https://european-union.europa.eu/priorities-and-actions/eu-priorities_en)

Politicians and influence groups (1%)

**A European Green Deal**  
Transforming the EU into a modern, resource-efficient and competitive economy, while preserving Europe's natural environment, tackling climate change and making Europe carbon-neutral and resource-efficient by 2050.

**A Europe fit for the digital age**  
Embracing digital transformation by investing in businesses, research and innovation, reforming data protection, empowering people with the skills necessary for a new generation of technologies and designing rules to match.

**An economy that works for people**  
Strengthening the EU economy while securing jobs and reducing inequalities, supporting businesses, deepening the Economic and Monetary Union and completing the banking and capital markets union.

**A stronger Europe in the world**  
Strengthening the EU's voice on the world stage by improving its standing as a champion of strong, open and fair trade, multilateralism and a rules-based global order. Boosting relations with neighbouring countries and partners as well as strengthening the EU's ability to manage crises based on civilian and military capabilities.

**Promoting our European way of life**  
Upholding fundamental rights and the rule of law as a bastion of equality, tolerance and social fairness. Addressing security risks, protecting and empowering consumers, as well as developing a system for legal and safe migration while effectively managing the EU's external borders, modernising the EU's asylum system and cooperating closely with partner countries.

**A new push for European democracy**  
Strengthening Europe's democratic processes by deepening relations with the European Parliament and national parliaments, protecting EU democracy from external interference, ensuring transparency and integrity throughout the legislative process, as well as engaging more widely with Europeans in shaping the EU's future.

Politicians

Policies/Strategy

Executive Agency

i.e. European Commission

*In line with the policies!*

Funding Programmes

Impact

Beneficiaries

Executive Agencies  
Rep & Delegations

Funding Programmes  
( Objectives, Procedures ..)  
Work Programmes

Operational Structures differ

Applicants, Beneficiaries  
Stakeholders

# Main EU Funding Instruments

## Structural, Cohesion, Investment Funds

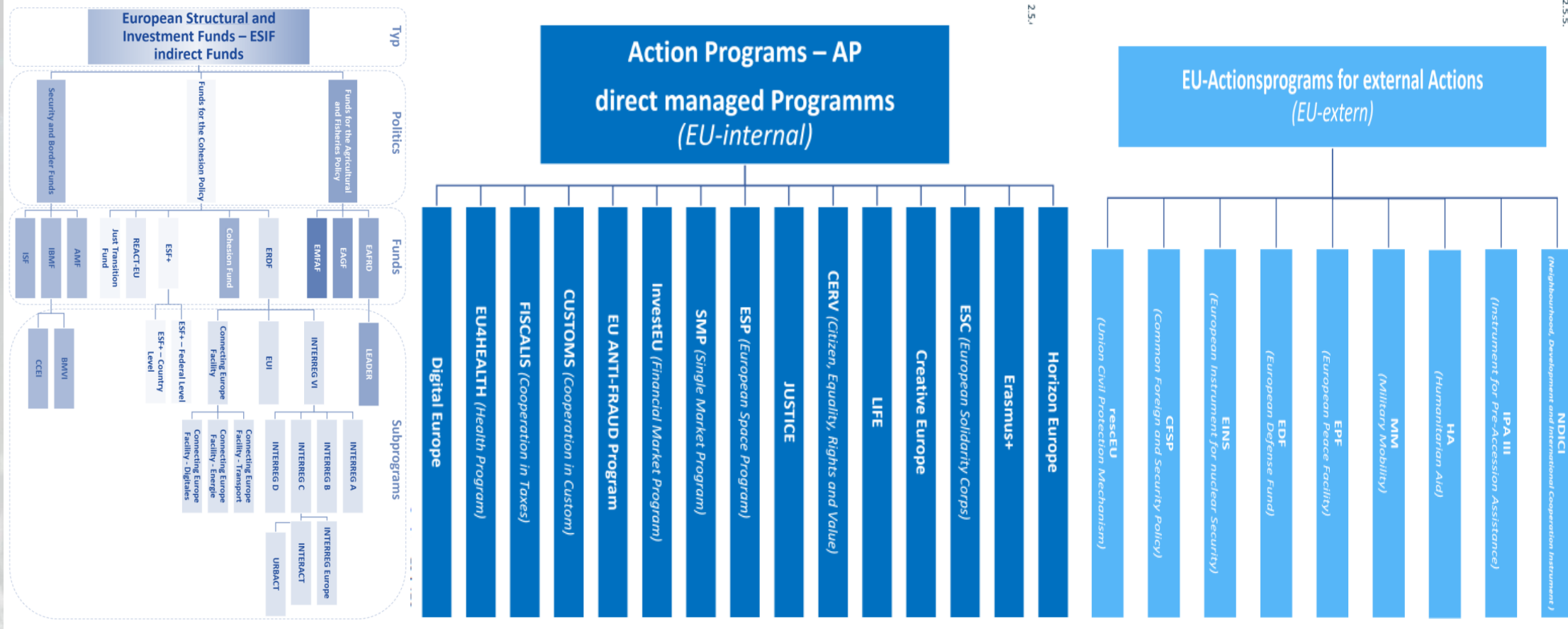
internal funds operated by the National intermediaries

## Community Action Programs

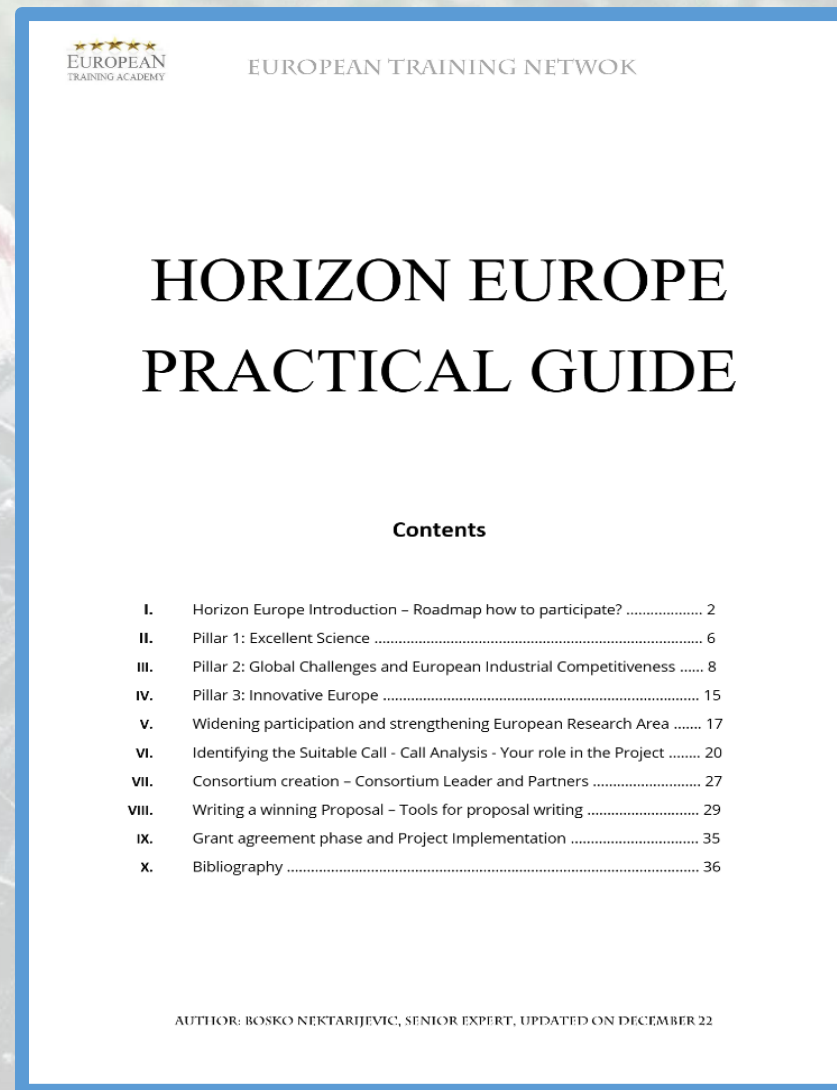
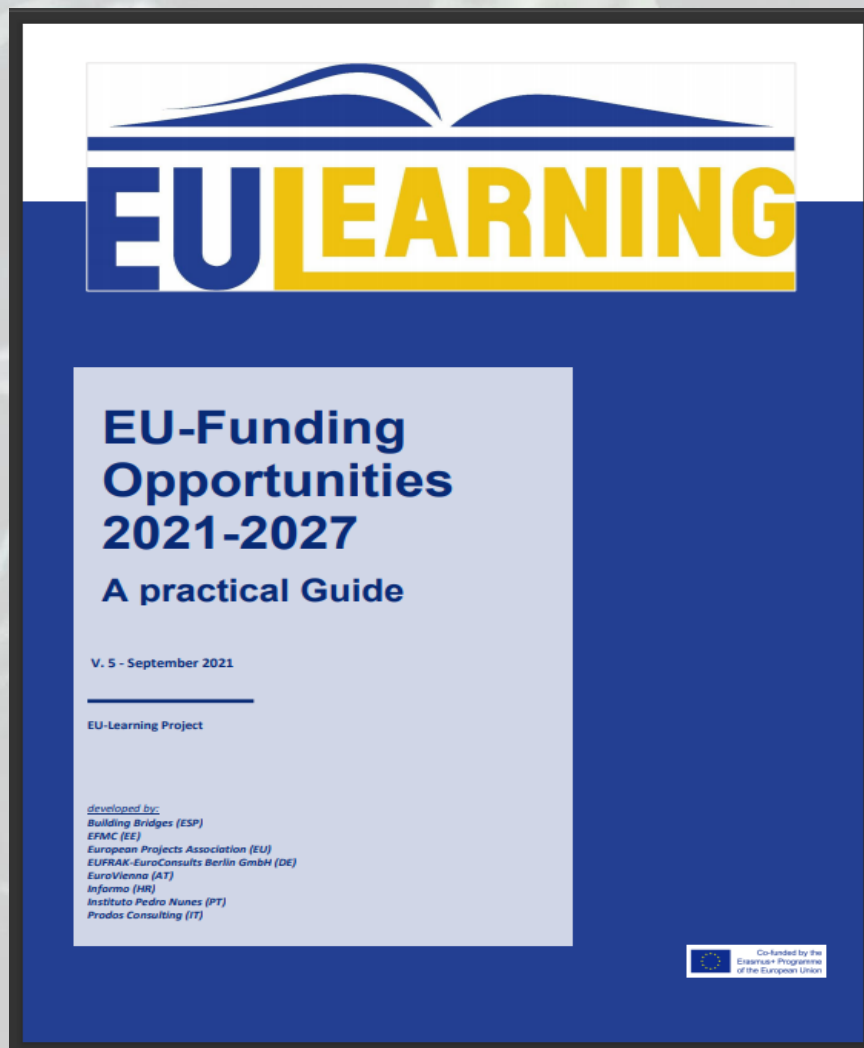
operated by the European Commission in Brussels

## External cooperation Programs

operated by the EC Delegations and coordinated by the EuropeAid



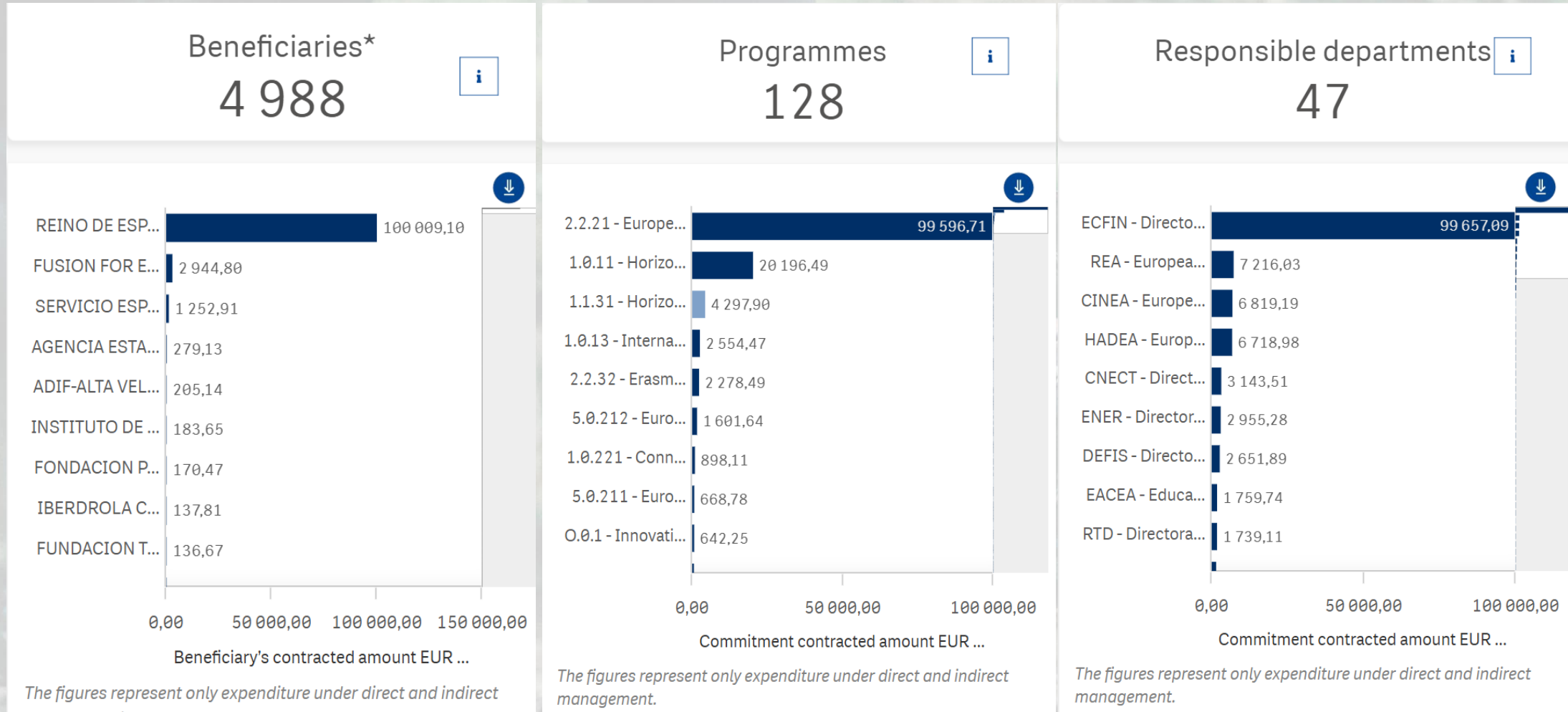
# Practical Guides for EU Programmes



Download at <https://eu-learning.net/download/eu-funding-opportunities-2021-2027-a-practical-guide/> and <https://nektarijevic.eu/>

# Let's find out who are the key players in any country ?

Financial Transparency System - <https://ec.europa.eu/budget/financial-transparency-system/> - DEMO!



Data from 2024. For different regions & countries & donors – their websites can help

# The most commonly used programs ( Spain, 2024)

Programme name	Commitment		
		2.0.4 - Environment and climate action (LIFE)	78.8
2.2.21 - European Recovery and Resilience Facility (incl - Technical Support Ins	99,5	2.2.33 - European Solidarity Corps (ESC)	70.3
1.0.11 - Horizon Europe	20,1	3.1.11 - European Agricultural Guarantee Fund (EAGF)	67.1
1.1.31 - Horizon 2020	4,2	2.2.3DAG - Decentralised Agencies	66.7
1.0.13 - International Thermonuclear Experimental Reactor (ITER)	2,5	3.0.1 - Asylum, Migration and Integration Fund (AMF)	59.1
2.2.32 - Erasmus+	2,2	S.0.4 - Brexit Adjustment Reserve	58.0
5.0.212 - European Defence Fund (Non Research)	1,6	5.0.11 - Internal Security Fund (ISF)	52.5
1.0.221 - Connecting Europe Facility (CEF) - Transport	8	3.2.13 - European Maritime, Fisheries and Aquaculture Fund (EMFAF)	41.0
5.0.211 - European Defence Fund (Research)	6	2.2.312 - Employment and Social Innovation	40.6
O.0.1 - Innovation Fund (IF)	6	6.0.21 - Pre-Accession Assistance (IPA III)	40.0
3.2.21 - Programme for Environment and Climate Action (LIFE)	5	4.0.211 - Integrated Border Management Fund (IBMF) - Instrument for border	32.8
1.0.23 - Digital Europe Programme	5	3.0.12 - Instrument for Emergency Support within the Union (IES)	29.8
2.2.25 - EU4Health	4	2.2.3SPEC - Actions financed under the prerogatives of the Commission and sp	29.5
1.1.12 - International Thermonuclear Experimental Reactor (ITER)	3	1.1.OTH - Other actions and programmes	29.1
1.0.12 - Euratom Research and Training Programme	3	1.1.4 - Competitiveness of enterprises and small and medium-sized enterprise	27.5
6.0.111 - Neighbourhood, Development and International Cooperation Instrum	3	3.0.8 - Food and feed	24.5
1.1.5 - Education, Training and Sport (Erasmus+)	2	5.0.24 - Defence Industrial Reinforcement Instrument	23.8
1.0.31 - Single Market Programme (incl - SMEs)	2	2.2.351 - Justice	21.6
1.1.32 - Euratom Research and Training Programme	2	2.0.31 - European Maritime and Fisheries Fund (EMFF)	18.2
1.1.15 - European Defense Industrial Development Programme	1	4.0.3 - Development Cooperation Instrument (DCI)	17.3
2.2.34 - Creative Europe	1	2.0.DAG - Decentralised agencies	16.9
1.0.41 - European Space Programme	1	1.1.DAG - Decentralised agencies	15.9
2.1.11 - European Regional Development Fund (ERDF)	1	1.1.14 - European Solidarity Corps (ESC)	14.7
1.0.223 - Connecting Europe Facility (CEF) - Digital	1	1.1.6 - Employment and Social Innovation (EaSI)	13.7
2.2.352 - Citizens, Equality, Rights and Values	1	6.0.10TH - Other actions	13.7
1.0.10TH - Other actions	1	2.2.26 - Instrument for emergency support within the Union (ESI)	13.6
3.2.1DAG - Decentralised Agencies	1	1.0.34 - Cooperation in the field of customs (Customs)	13.4
4.0.11 - Asylum, Migration and Integration Fund (AMIF)		2.1.311 - European Social Fund (ESF)	13.3
2.2.24 - Union Civil Protection Mechanism (RescEU)		4.0.2 - European Neighbourhood Instrument (ENI)	13.1
1.1.82 - Transport		2.0.10 - European Agricultural Guarantee Fund (EAGF) - Market related expen	11.4
2.0.4 - Environment and climate action (LIFE)		3.0.5 - Rights, Equality and Citizenship	11.1
		3.0.11 - Creative Europe	10.8

# Policies → Work Programmes → Calls

## EU Funding & Tenders Portal

urement ▾ Projects & results ▾ News & events ▾ Work as an expert Guidance & documents ▾

▾ HE Main Work Programme 2021-2022

- [HE and Euratom Work Programme on Horizontal Expenditure 2021-2022](#) ▸
- [1. General introduction v4.0](#) ⓘ ▸
- [2. Marie Skłodowska-Curie Actions v2.0](#) ▸
- [3. Research Infrastructures v4.0](#) ▸
- [4. Health v4.0](#) ▸
- [5. Culture, creativity and inclusive society v3.0](#) ▸
- [6. Civil Security for Society v3.0](#) ▸
- [7. Digital, Industry and Space v5.0](#) ▸
- [8. Climate, Energy and Mobility v4.0](#) ▸
- [9. Food, Bioeconomy, Natural Resources, Agriculture and Environment v3.0](#) ▸
- [10. European Innovation Ecosystems \(EIE\) v2.0](#) ▸
- [11. Widening participation and strengthening the European Research Area v3.0](#) ▸
- [12. Missions v3.0](#) ▸
- [13. General Annexes v2.0](#) ▸
- [Call for prizes - Rules of Contest: HORIZON-EUSPA-2022-MARITIME-PRIZE \(CASSINI Prize for digital space applications\)](#)
- [Call for prizes - Rules of Contest: HORIZON-WIDERA-2022-Gender-Prize \(EU Award for \(Academic\) Gender Equality Champions\)](#)

### Table of contents

<b>Introduction</b> .....	<b>5</b>
<b>CALL</b> .....	<b>10</b>
<b>Call - Culture, Creativity and Inclusive Society' - 2025</b> .....	<b>10</b>
Overview of this call .....	10
<b>DESTINATIONS</b> .....	<b>15</b>
<b>Destination Innovative Research on Democracy and Governance</b> .....	<b>15</b>
HORIZON-CL2-2025-01-DEMOCRACY-01: Advisory services and network to counter disinformation and foreign information manipulation and interference (FIMI) .....	17
HORIZON-CL2-2025-01-DEMOCRACY-02: Fostering the consolidation of European science diplomacy .....	20
HORIZON-CL2-2025-01-DEMOCRACY-03: Understanding the forms of local democracy in low-income and low-middle income countries .....	23
HORIZON-CL2-2025-01-DEMOCRACY-04: Preparing the EU for future enlargement: challenges and opportunities .....	27
HORIZON-CL2-2025-01-DEMOCRACY-05: Open strategic autonomy, economic and research security in EU foreign policy .....	30
HORIZON-CL2-2025-01-DEMOCRACY-06: Countering and preventing radicalisation, extremism, hate speech and polarisation .....	33
HORIZON-CL2-2025-01-DEMOCRACY-07: Towards a European research hub on contemporary antisemitism and Jewish life and culture .....	36
HORIZON-CL2-2025-01-DEMOCRACY-08: Understanding and addressing gender-based violence against politically active women and LGBTIQ people .....	40
HORIZON-CL2-2025-01-DEMOCRACY-09: The autocratic appeal: nature, drivers and strategies .....	43
HORIZON-CL2-2025-01-DEMOCRACY-10: Economic inequalities and their impact on democracy .....	46
HORIZON-CL2-2025-01-DEMOCRACY-11: Balancing the fight against disinformation and the right to freedom of expression .....	49
HORIZON-CL2-2025-01-DEMOCRACY-12: The role of civic and citizenship education for strengthening civic and democratic participation and support for common European values .....	53

# Open Calls 809



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[Home](#) | 
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 [Procurement](#) | 
 [Projects & ...](#) | 
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 [Work as an ...](#) | 
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### Filters

#### Quick search

Programming period

Programme

Call

Submission status

All filters

### GRANTS RECOMMENDED FOR YOU

Do you want to receive personalised recommendations? [Log in](#) to your F&T profile or [register](#) an account to activate them.

809 item(s) found

Opening date
 ▼
↓

#### [MSCA Choose Europe for Science 2025](#)

HORIZON-MSCA-2025-COFUND-02-01 | Call for proposal

Opening date: **01 October 2025** | Deadline date: **03 December 2025** | Single-stage

Forthcoming

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON TMA MSCA Cofund Postdoctoral programme**

#### [De-risking wave energy technology development through transnational pre-com...](#)

HORIZON-CL5-2026-02-D3-13 | Call for proposal

Opening date: **16 September 2025** | Deadline date: **17 February 2026** | Single-stage

Forthcoming

# Some of the Major Platforms

	SKYWALKER	EU CALLS.NET	UP2EUROPE	CROWDFEUX	DEVEX	LABSEXPLORER	SCIENCE I BUSINESS
ABOUT	Cognitive customized stakeholder analysis, matchmaking and proposal preview tool	Search for European calls, find the right partners and start new collaborations. 454EU Calls   3912EU Partners	We aim to create a virtual community for Up-and-coming professionals working on European projects. 15K PROFILES   25K VISITS MONTHLY	an Open Innovation platform connecting an international network of universities, research organisations & companies 3890 USER   600 ORGANISATION	The social enterprise working to make the \$200 billion aid and development industry do more good for more people. 800K MEMBERS	the place to search for R&D partners, increase your visibility and gain financing 10K LABS WORLDWIDE	to bring together three worlds which should work together but too often stumble apart: industry, research and policy.
PRICING PER MONTH		•FREE •29EU STANDART • 49EU TAILORED	FREE	•300 EU YEARLY FOR SME •5000EU FOR INSTITUTIONS	•FREE •33 US PRO •83 US PROFUNDING	•FREE •89 EU LABS	•FREE •€ 11,500 YEARLY
PARTNER PROFILE	YES	YES	YES	YES	NO	YES	NO
CALL LISTING	YES	YES	YES	NO	YES	NO	NO
CUSTOMIZED CATEGORY BASE CALL LISTING	YES	YES	NO	NO	YES	NO	NO
LIST OF PARTNERS	YES	YES	YES	YES	NO	YES	YES
PARTNER CONTACT	YES	YES	YES	NO	NO	YES	NO
PERSONALISED MATCHING ENVIRONMENT FOR CALLS AND PARTNERS	YES	YES	YES	YES	NO	NO	YES
CUSTOMIZED PROJECT WEBSITE myplatform.up2europe.eu	OPTIONAL	NO	YES	NO	NO	NO	NO
PARTNER MAP	NO	NO	YES	NO	NO	NO	NO
IDEA PUBLISHING	NO	NO	YES	YES	NO	NO	NO
WEEKLY NEWSLETTER	YES	NO	YES	YES	YES	YES	YES
JOB BOARD	NO	NO	NO	NO	YES	NO	YES
EXPERT MATCHING SERVICES	YES	NO	YES	YES	NO	YES	YES
ADVERTISING / PROMOTING CLIENT' OWN SERVICES	NO	NO	YES	NO	NO	YES	YES
EVENTS / ORGANISATIONS	NO	NO	NO	NO	YES	NO	YES
REPORTS	NO	NO	NO	NO	YES	NO	YES
PREVIOUS SUCCESS TRACKER	YES	NO	NO	NO	NO	NO	NO
CUSTOMIZED STAKEHOLDER LISTING	YES	NO	NO	NO	NO	NO	NO
CUSTOMIZED TREND TRACKER	YES	NO	NO	NO	NO	NO	NO
COGNITIVE PROPOSAL PREVIEW	OPTIONAL	NO	NO	NO	NO	NO	NO

## FIND FUNDING

Enter keywords (e.g. agriculture, health)

🔍 Search

Region or Country

Funder (e.g. World Bank, FCDO)

Topic (e.g. Water & Sanitation)

Funding Activity

Programs

Tenders & Grants

Contract Awards

⚙️ Advanced filters ▾

✕ Clear all

🔍 Search Tips | 📖 Terminologies

🔔 Create alert

🔔 Alerts ▾



Latest Funding Rep...  
1 to 20 of 651,288

Publication date ▾

All time ▾

# Get ahead.

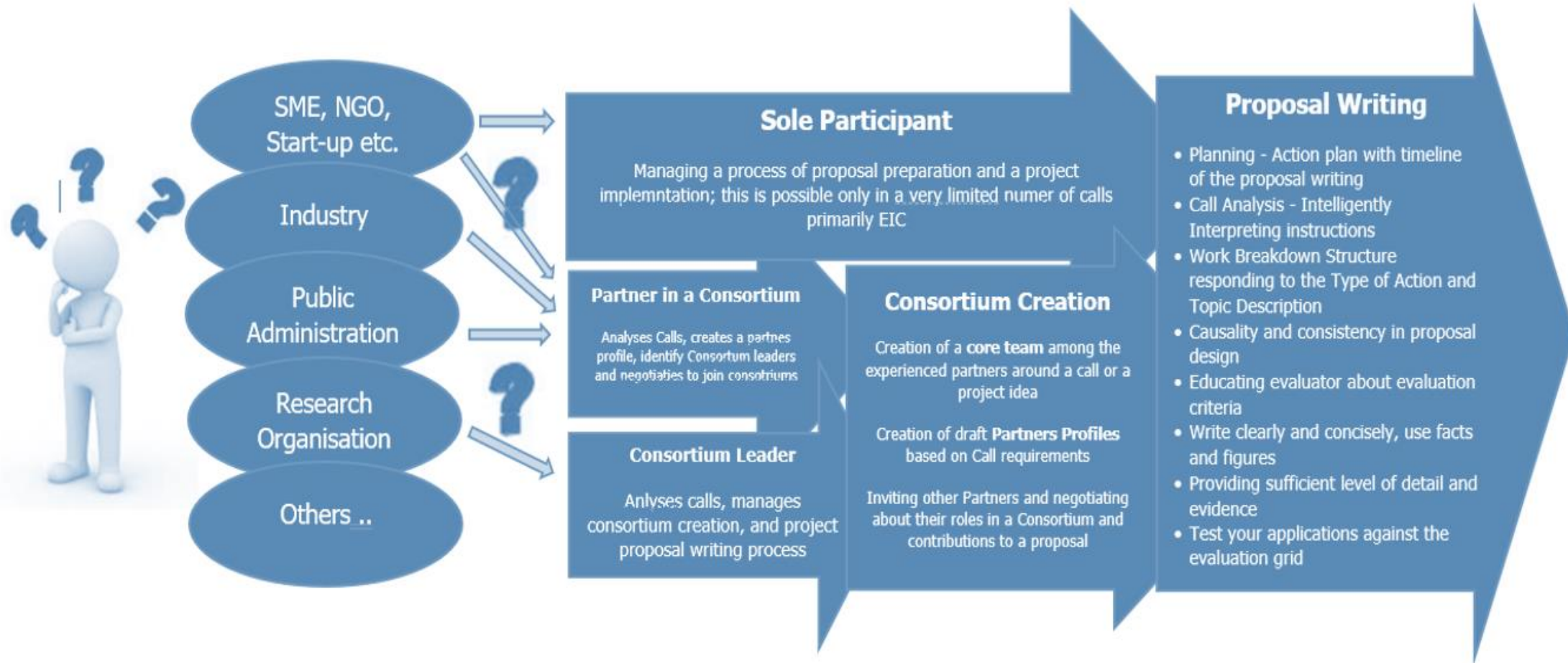
📖 Support

# DEVEX TIPS

- **Create a Professional Profile**
- **Use the “Funding” Tab to Track Donors & Tenders - Donor** (EU, UNDP, USAID, World Bank, GIZ, etc.) - **Region/Country - Sector** (e.g. education, environment, governance) - **Status** (Open, Closed, Forecast)
- **Leverage “Funding Forecasts”**- These show **upcoming calls** before they’re published officially. - Ideal for early positioning and **consortium-building ahead of time.**
- **Analyze Local or Strategic Partners** - Use the **“Organizations”** section to identify: - Who’s winning contracts in your region - Who has experience with your target donor - Who to approach for subcontracting or teaming up
- **Read Donor Strategies- Work Programmes & Project Reports**
- **Monitor Events for Networking**
- **Combine Devex with Other Tools** - Use Devex for intelligence, but track **EU calls on the Funding & Tenders Portal, donor news via Twitter/LinkedIn, and funding networks** like Candid, WINGS, or OECD etc

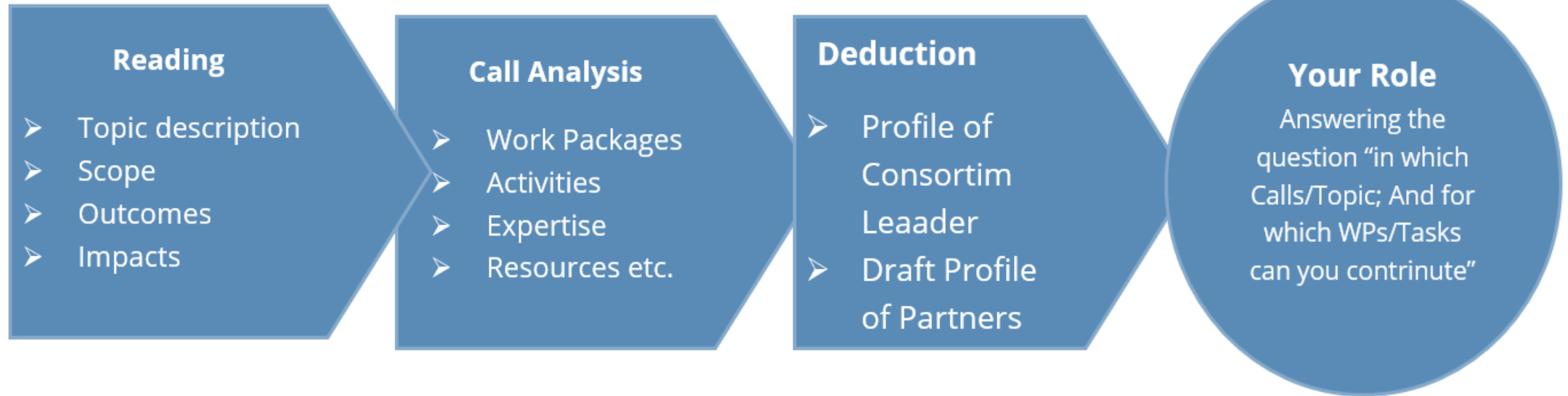
[Country specific example - https://vodic.gradjanske.org/donatori/](https://vodic.gradjanske.org/donatori/)

# Your role in the project



# Your role in the project

*Process how to make a decision about your role in the Consortium*



# Your Role in Large Projects !?

Simple examples of call/topic analysis:

## Call text example:

"Develop new ICT device.."



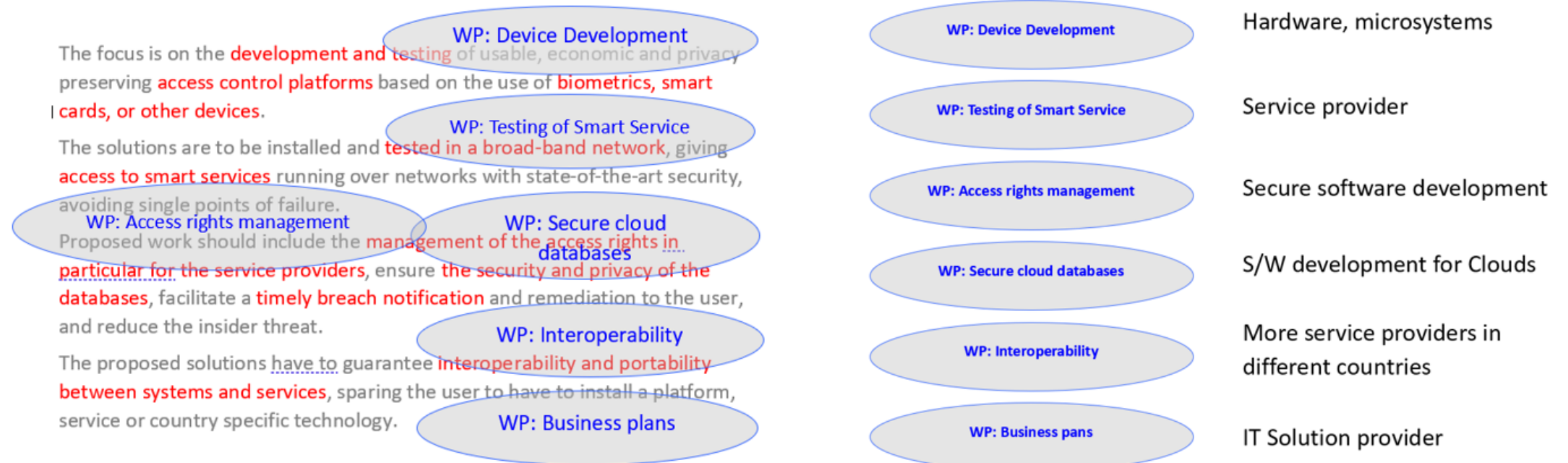
## Draft Work Package:

"New device development.."



## Draft Partner Profile:

"Device developer for.."



# Real case study call test (AI)



European Commission

## EU Funding & Tenders Portal

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H...

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Programming period ▾

Horizon Europe (HORIZON) ▾

Call ▾

Submission status ▾

All filters

566 item(s) found



Opening date ▾



Programme Horizon Europe (HORIZON) ✕

### [MSCA Choose Europe for Science 2025](#)

HORIZON-MSCA-2025-COFUND-02-01 | Call for proposal

Opening date: **01 October 2025** | Deadline date: **03 December 2025** | Single-stage

Forthcoming

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### [De-risking wave energy technology development through transnational pre-com...](#)

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Opening date: **16 September 2025** | Deadline date: **17 February 2026** | Single-stage

Forthcoming

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON Pre-commercial Procurement**

# Real case study call test (AI)



European Commission

EU Funding & Tenders Portal

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The role of civic and citizenship education for strengthening civic and democratic participation and support for common European values  
 HORIZON-CL2-2025-01-DEMOCRACY-10

Topic **Call for proposal**

Internal navigation

- General information
- Topic description
- Topic updates
- Destination
- Conditions and documents
- Budget overview
- Partner search announcements
- Start submission
- Topic Q&As
- Get support

**General information**

**Programme**  
HORIZON

**Call**  
[Culture, Creativity and Inclusive Society - 2025 \(HORIZON-CL2-2025-01\)](#)

<b>Type of action</b> HORIZON-RIA HORIZON Research and Innovation Actions	<b>Type of MGA</b> HORIZON Lump Sum Grant [HORIZON-AG-LS]	<a href="#">Open For Submission</a>
<b>Deadline model</b> single-stage	<b>Opening date</b> 15 May 2025	<b>Deadline date</b> 16 September 2025 17:00:00 Brussels time

**Topic description**

Expected Outcome:  
 Projects should contribute to all of the following expected outcomes:

- Policymakers, education and training institutions, and educators have a better understanding of the impactful learning, teaching and assessment of citizenship education (underpinned by SSH research and evidence), including formal or formal and non-formal learning.
- Policymakers, education and training institutions, and educators gain a sound understanding of the impact of citizenship education related formal or non-formal learning on young people's (aged 15-29) civic and democratic engagement (through different forms of community and political engagement), including young people from disadvantaged backgrounds, and considering gender-specific barriers and opportunities.
- Policymakers, education and training institutions, and educators gain a sound understanding of effective collaborative mechanisms between different actors in formal and/or non-formal education sectors in delivering effective citizenship education.

# Typical AI mistakes ?

Here is the full Work Breakdown Structure (WBS) for your Horizon Europe project addressing radicalisation, hate speech, extremism, and polarisation. Each work package includes detailed tasks aligned with the call's scope and expected outcomes. Let me know if you'd like partner profiles mapped to each WP. [↗]



Make a text out of it below ..



+ Tools



ChatGPT can make mistakes. Check important info.

# AI-WBS

## WP1: Project Management and Coordination

**Objective:** Ensure efficient implementation, coordination, reporting, risk management, and compliance with Horizon Europe guidelines.

**Tasks:**

- T1.1 Set up project governance and internal procedures
- T1.2 Manage budget, resources, and legal/ethical compliance
- T1.3 Monitor project implementation and risk mitigation

## WP2: Mapping Existing Citizenship Education Practices

**Objective:** Assess the current landscape of formal and non-formal civic education, and identify needs and gaps.

**Tasks:**

- T2.1 Literature review and policy landscape analysis across Europe
- T2.2 Mapping formal and non-formal civic education approaches

## WP3: Design and Piloting of Innovative Pedagogical Approaches

**Objective:** Co-create, pilot, and test new competence-based, action-oriented methodologies.

**Tasks:**

- T3.1 Co-design workshops with youth, educators, and civil society
- T3.2 Develop innovative, gamified and/or digital teaching tools
- T3.3 Pilot new methodologies in formal (and optionally non-formal) settings
- T3.4 Ensure diversity of contexts (disadvantaged groups, gender balance)
- T3.5 Monitor pilot implementation and adapt methodologies in real-time

## WP4: Impact Assessment and Methodology Effectiveness

**Objective:** Evaluate how well new methods work in fostering civic engagement and democratic competence.

**Tasks:**

- T4.1 Design mixed-method evaluation framework (qual+quant)
- T4.2 Implement small-scale Randomized Control Trials (RCTs)

## WP5: Policy Analysis and Recommendations

**Objective:** Translate research findings into policy guidance and curricular innovations.

**Tasks:**

- T5.1 Analyse successes and failures of civic education policies
- T5.2 Produce actionable, step-by-step policy recommendations

## WP6: Dissemination, Exploitation, and Stakeholder Engagement

**Objective:** Promote project results to a wide audience and ensure their sustainability.

**Tasks:**

- T6.1 Create a Dissemination & Exploitation Plan (DEP)
- T6.2 Design storytelling campaigns and creative communication content
- T6.3 Organise participatory workshops, youth forums, and EU-wide events
- T6.4 Connect with Erasmus+, ESC, CERV, and HEU-funded networks
- T6.5 Develop an online repository and final Civic Education Toolkit

# Typical AI mistakes ?

tasks.

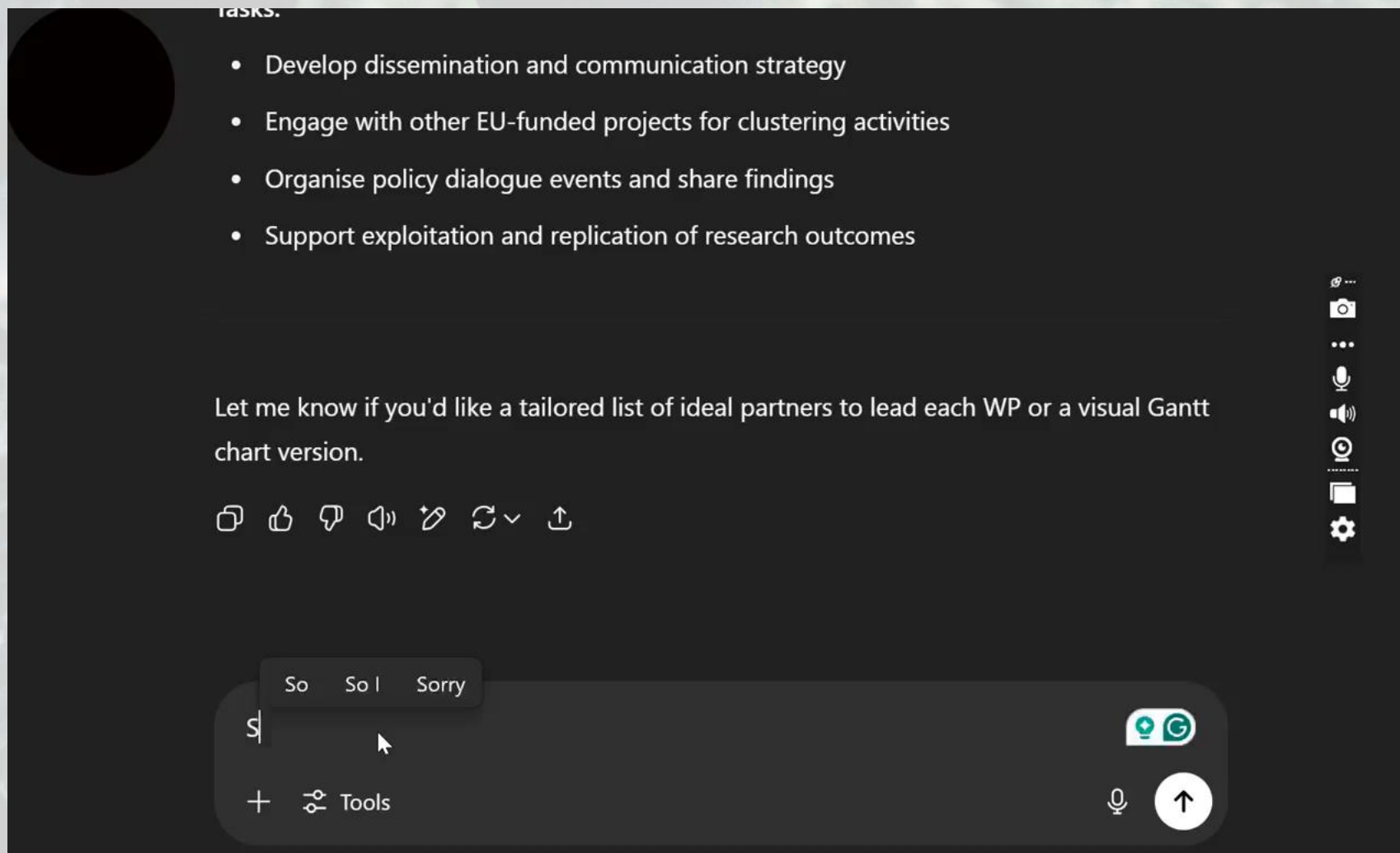
- Develop dissemination and communication strategy
- Engage with other EU-funded projects for clustering activities
- Organise policy dialogue events and share findings
- Support exploitation and replication of research outcomes

Let me know if you'd like a tailored list of ideal partners to lead each WP or a visual Gantt chart version.

So So I Sorry

+

Tools

A screenshot of a chat interface. At the top, there's a list of four tasks: 'Develop dissemination and communication strategy', 'Engage with other EU-funded projects for clustering activities', 'Organise policy dialogue events and share findings', and 'Support exploitation and replication of research outcomes'. Below the list, the chat says 'Let me know if you'd like a tailored list of ideal partners to lead each WP or a visual Gantt chart version.' At the bottom, there's a text input field with suggestions 'So', 'So I', and 'Sorry'. To the right of the input field are icons for voice search, a plus sign, and a 'Tools' button. On the far right, there's a vertical toolbar with icons for search, camera, menu, microphone, speaker, eye, window, and settings.

# Typical AI mistakes ?

Task Group	Ideal Lead Partner	Why They Fit
T1.1	CEPS	Proven EU coordination
T2.1–T2.3	Eurydice / EACEA	Curriculum mapping expertise
T3.1–T3.2	European Wergeland Centre	Innovative tool co-design
T3.3–T3.5	Edu4Europe	Expertise in pilot implementation
T4.1–T4.2	IEA (ICCS)	Quantitative evaluation leadership
T4.3–T4.5	RAND Europe	Mixed-method assessment expertise
T5.1–T5.2	ARC Fund	Policy translation experience
T5.3–T5.4	WBE (Wallonie-Bruxelles)	Curriculum tool deployment
T6.1–T6.3	TheCivics	Creative dissemination leadership
T6.4–T6.5	EIP-Agri/Erasmus+ Unit	EU-level outreach experience
T7.1–T7.3	ALDA	Multi-actor stakeholder mobilisation



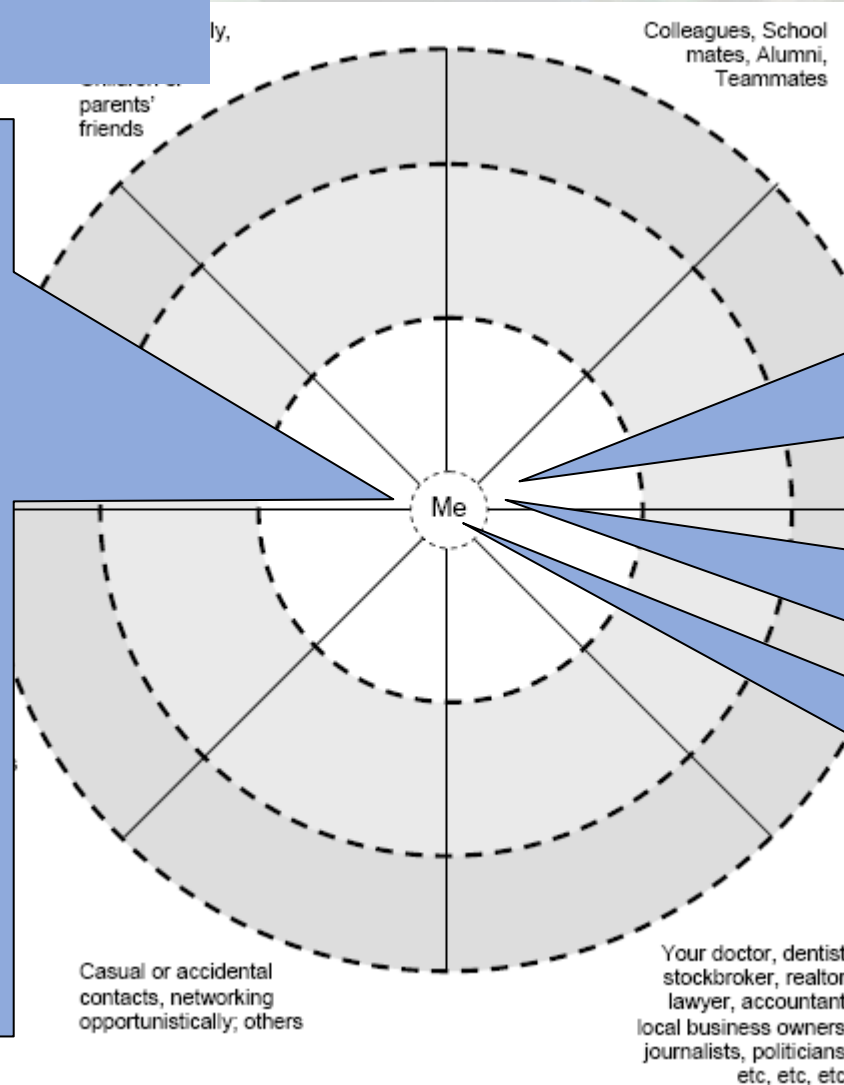
# Getting Opportunities through Partnerships

## Building your Network for Projects

Develop links by meeting other scientists at conferences/workshops (match making events), reading the scientific literature, email requests, looking for suitable people through databases. TARGETED search

Steve: I would certainly not expect to expand my network of useful scientific contacts by asking friends, neighbours, my dentist, doctor, church, social club, political party, alumni (in my case everyone went in different directions), itd!

Experienced (Academia) would be my first contact point for informational interview. Coordinators would be my first contact point for informational interview.



## Usual ways for building your Network

Start from 5-25 people in your 'inner circle' Ask them for 15 minutes of their time, so you can seek their a) advice, b) ideas, c) information, d) referrals and/or names of people who could help you to learn more. This is called **informational interviewing**. Add names as you make contact, and draw the links between them

**Do NOT** ask people if they know of a job opening, or if anybody might hire you, or similar. Do not let people circulate your CV or project description. Do not ask people to do research or tasks that take extra effort. Always **DO** follow up on their suggestions and thank them for their help.

this might be teffective way in general for setting up a network, **but it is certainly NOT** the way that project leaders would go when developing a network in specific sectors, especially abroad.

## Finding Partners - Possible Options

- Business partners, Researcher colleagues
- Internal company networks
- Information Days and other events
- Public Partner Search: Participants Portal, Cordis, IDEAL-IST, EEN..
- Specific Support Actions
- Scientific publications
- Patent databases
- Scientific conferences and seminars
- The internet
- **Most Effective - Previous and/or ongoing projects**

Bosko Nektarijevic  
Me

Kardelen Kala (Cohost)

Agnes HEGYVARINE N...  
Cohost

Nina Braun  
Cohost

Layout

Master\_presentation

< 037 > | - +

# Any questions?

[kkala@hub.brussels](mailto:kkala@hub.brussels)

**Net4**Society

Unmute

Start video

Share



# Brokerage Events



Event organised by: NCP4 INDUSTRY, Enterprise Europe Network, #HorizonEU

## HORIZON EUROPE BROKERAGE EVENT

CLUSTER 4 | INDUSTRY

14th May 2025

14 May 2025  
Horizon Europe - Industry 2025 Brokerage event

Share

NCP4Industry, the network of Cluster 4 - Industry National Contact Points and the Enterprise Europe Network are organising a brokerage event with pre-arranged online Face2Face meetings complementing the European Commission's Horizon Europe Information Day on Cluster 4 - Digital, Industry & Space with a 2025 deadline.

The fifth series of Horizon Europe calls is around the corner. A series of events will be held in May 2025 to support your participation.

The calendar of the next Information day and brokerage events on Cluster 4, includes:

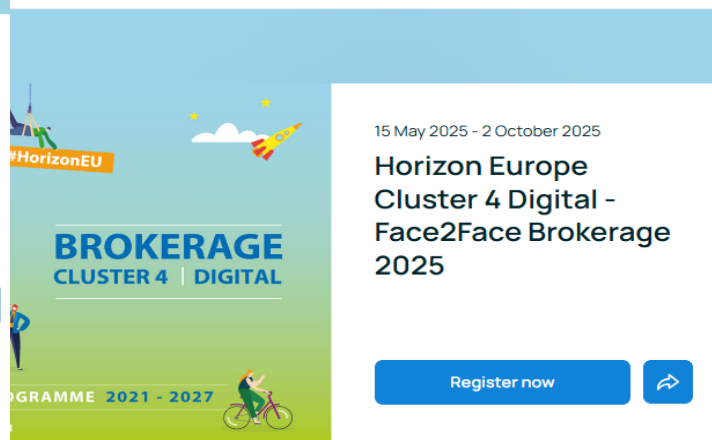
12-13 May 2025  
Information day on Cluster 4 - Digital, Industry & Space

14 May 2025  
Brokerage Event - Industry 2025  
The Call INDUSTRY and the Call INDUSTRY-TWO-STAGE

15-16 May 2025  
Brokerage Event - Digital 2025  
The Call DIGITAL-CNECT and the Call DIGITAL-HADEA

20 May 2025  
Brokerage Event - Space 2025  
The CALL SPACE,

- [HORIZON-CL4-2025-03-MATERIALS-46/47](#)
- [HORIZON-CL4-2025-03-DATA-xx](#)
- [HORIZON-CL4-2025-03-DIGITAL-EMERGING-xx](#)



#HorizonEU

## BROKERAGE CLUSTER 4 | DIGITAL

15 May 2025 - 2 October 2025

### Horizon Europe Cluster 4 Digital - Face2Face Brokerage 2025

Register now

## Form for the 2025 digital calls in Horizon Europe Cluster 4!

NCPs) for ICT in Horizon Europe, together with the Enterprise Europe Network invites pre-arranged online Face2Face meetings complementing the Info Days for Horizon Europe

opportunity for actors in the DIGITAL field!

## What at the event?

DIGITAL part of Horizon Europe Cluster 4 "Digital, Industry and Space". You can find this

calls DIGITAL-CNECT and DIGITAL-HADEA with a call deadline 2nd October 2025 and



#HorizonEU

## INFO DAYS & BROKERAGE EVENT

CLUSTER 3

### CIVIL SECURITY FOR SOCIETY

11-12 June 2025 | BRUSSELS

EUROPEAN UNION PROGRAMME 2021 - 2027

## Info Days and Brokerage Event

Participants - SERENS, in close cooperation with the European Commission's Directorate-General Migration and Home Affairs and the European Research Executive Agency.

This international information-day event will highlight research topics covered within the 2025 calls for proposals in Cluster 3. Participants will also have the opportunity to join a matchmaking event dedicated to the topics of the 2025 Cluster 3 calls. The matchmaking event will be a hub for meaningful, long-term collaboration.

? Curious about how it works?

[Horizon Europe Matchmaking event | Agenda \(b2match.io\)](#)

# Networking Results

## Examples – for Consortium Creation

**Our**

- Can the the
- We wa ed
- Our ed oth
- Pl

**Rhin**

across

Topic
HORIZON-HL understanding health impac
HORIZON-HL disrupting ch persistent sci
HORIZON-HL environment

**What E**

ERIM

cont

In

In

Ad

**We look for**

Topics

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- Pa inr
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- Or
- Or Pu

**We look for**

We are interested in applying our new concept of SmartUI: <https://jimp.co/ConfigUI> to Human-(Robot/Computer/Building/Mobility) Interfaces and Dashboards.

We are experts in all related to Human Factors and Advanced User Interfaces and Data Visualization and interaction for Medical Devices, Mobility, Autonomous Vehicles and Machines/Robots/Cobots or Buildings.

I will be happy to explain more in a meeting. We can also connect after the event; my email is [xavi@justinmind.com](mailto:xavi@justinmind.com).

We are also experts in Application Simulation for Digital Twin: <https://jimp.co/SimulationTask> and AI (ML/DL) since 2013, as explained here: <https://jimp.co/Expertise>

Thank you and Best Regards,  
Xavi

P.S.: Justinmind currently has +3 Million Users worldwide (we are based in Barcelona with offices in San Francisco).

*All examples from on event ..*

# Please briefly describe following

## Pitching added value to the Consortium leaders

Business Profile: Remid Vis

Company Name: Remid Vis Mašinski Centar D.O.O.

Website: [remidvis.com](http://remidvis.com)

Location: Velje Brdo, 81412 Podgorica, Montenegro

Established: 2002

Legal Form: Limited Liability Company (D.O.O.)

Matični Broj: 02284324

Contact Information:

- Email: [info@remidvis.com](mailto:info@remidvis.com)
- Phone: +382 20 886 173, +382 67 059 000
- Operating Hours: Monday–Saturday, 07:00–15:00
- Social Media: [Facebook](#), [Instagram](#), [LinkedIn](#), [Twitter](#)

Company Overview:

Remid Vis is a specialized mechanical engineering center in Podgorica, Montenegro, focusing on the production, repair, and servicing of machine parts for diverse industries. Since its founding in 2002, the company has established itself as a reliable partner, emphasizing precision, innovation, and sustainability. With a team of 26 employees and a commitment to high-quality manufacturing, Remid Vis supports industries ranging from construction to food production, positioning itself as a key player in Montenegro's industrial sector.

Core Activities and Services:

- **Production of Machine Parts:** Manufactures precision components, such as gears, bearings, and transmission elements, with a focus on high-accuracy parts like [zupčanic](#) (gears) that ensure mechanical system reliability.
- **Repair and Maintenance:** Offers servicing and refurbishment of mechanical assemblies, including reducers, to extend equipment lifespan and enhance operational efficiency.
- **Customized Solutions:** Provides tailored manufacturing and repair services for industries, including:
  - Construction (e.g., parts for heavy machinery)

1. Vision, Mission and Objectives

2. Our Expertise ...

3. We provide Regular services ..

4. Recent successful projects ..

5. Topic of Interest..

6. Our Role as a Partner ..

# Example from a successful proposal - page 1

Part. no	Abbrev.	Name of organization	Web site	Type	Country
17	BSN	BALKAN SECURITY NETWORK	<a href="http://www.balkansecurity.net">http://www.balkansecurity.net</a>	Other (NGO)	Serbia
<b>PIC Number for ECAS registration:</b> 953870453					
<b>Profile/Description of the company/institute</b> Balkan Security Network (BSN) is an NGO with expertise in project preparation, management, training and cooperation, as well as research targeting social cooperation for rural development. BSN is dedicated to provide innovative and effective support to organizations and project leaders in the Western Balkan countries to advance their performance, quality of results and impact. Three main pillars of BSN services are: 1) Monitoring and analysis of EU policy and programme implementation and providing insightful recommendations to clients for implementation through projects; 2) Highly-focused information, education and training programmes rated by clients as outstanding in their impact; 3) Performance and quality management support during project implementation to help clients master change and advance people's performance. In addition to BSN services, through its network of regional experts, BSN also provides expertise in research aspects of the social sciences and rural development, where communication and cooperation skills are important. Using forefront methodologies for knowledge transfer and training, BSN has established itself as a trusted advisor and counsellor to many of the most influential businesses, RTD performers and institutions in the Western Balkan countries.					
<b>Name of responsible person</b>			<b>Title</b>	<b>Gender</b>	
Stephen Quarrie			Dr.	Male	
<b>Main task (how profile matches the task in the proposal) and relevant previous experience</b> BSN will contribute to WPs 1, 2 and 9. In WP1, Dr Quarrie will chair the Knowledge Management and Research Ethics Committee responsible for managing Strength2Food knowledge and Intellectual Property (IP) issues, reviewing abstracts of all planned publications prior to public release to protect any relevant IP and resolving IP issues related to joint-ownership. BSN will be the project's dedicated training provider, giving training courses in WP2 on effective H2020 project management and financial control, as well as stakeholder engagement to improve project impact. Training courses will target knowledge management, practitioner dialogues and co-creation of knowledge, media and communication skills, scientific writing and presentation skills to consortium partners with no/limited previous experience of contributing to an EU collaborative project. BSN will also contribute to WP2 Hybrid Forums (task 2.4). BSN contributes its research expertise in social cooperation and rural development to the WP9 pilot action to mainstream local food supply chains, and liaise with the school meals initiative in Serbia.  BSN is a partner in the current FP7-KBBE COMPETE project, providing training in a range of research dissemination activities to improve project impact and sustainability. Dr Quarrie has also provided training on research skills and project impact on the FP7 KBBE project FOCUS BALKANS (2011) and REGPOT projects AGRISCIMONT (2013) and AREA (2014). BSN researchers also have extensive experience of social cooperation, agricultural cooperatives and rural development, particularly in Serbia.					
<b>Short profile of the staff members/key experts</b> <b>Prof. Dr. Stephen Quarrie (M)</b> (1397, 19) is Head of Education and Training at BSN, giving 15-20 courses per year on project proposal writing, sustainability and impact. He teaches research skills to PhD students at Belgrade University, as well as other courses around the West Balkans. He also carries out research on wheat physiology and genetics, rural development and agricultural economics. He has extensive experience of international project coordination and management (FP4 EGRAM, FP6 WATERWEB, FP7 CAREBREED), and has contributed to FP5 (SUSTAIN), is a participant representing BSN in the current FP7 KBBE-COMPETE project and is on the External Advisory Board of the FP7 project HEALTHYMINORCEREALS. He was a consultant on the FP7 REGPOT AGRISCIMONT project as well as several TEMPUS projects on higher education (IQASU, RAHES, HERBS, SuNISP, and the current CaSA project). <b>Dr. Richard Simmons (M)</b> (450, 12) is a Senior Expert at BSN. He is Director of advanced PhD training in					

# Example from a successful proposal - page 2

applied social research. His research concerns the nature of human co-operation and the development of productive social and economic outcomes through human organization. This includes research in Serbia on agricultural supply-chain development through producer associations and co-operatives, conducted with the Faculty of Agriculture at the University of Belgrade. He has extensive experience of project management and co-ordination through a number of projects funded in the UK and Serbia by the Economic and Social Research Council, National Endowment for Science, Technology and the Arts, Carnegie Foundation, Single Regeneration Budget, Scottish Government, Care Inspectorate, and NHS. He has published in a wide range of leading journals, such as *Social Policy and Administration*, *Policy and Politics*, *Public Policy and Administration*, *Annals of Public and Co-operative Economics* and the *Review of Social Economy*.

**Boško Nektarijević (M)** obtained his first degree in management at the Paris IFAM Business School, a Masters degree at Solvay Brussels School of Economics and Management, Brussels University, and finished specialisation at Harvard University. He gained working experience on various projects of the European Union in Brussels, the Serbian government, European Movement, European Integration Fund, and others. He is a lecturer in business studies at the Link Group Belgrade Business Academy. He is the Executive Director of Balkan Security Network, and main trainer on courses on project proposal preparation, project management, leadership and communication skills held around the Western Balkans and Brussels.

**5 relevant publications, and/or products, services (including software), or other achievements relevant to the call content**

1. Gorton, M., Zarić, V., Lowe, P. and Quarrie, S. (2011). Public and private agri-environmental regulation in post-socialist economies: Evidence from the Serbian fresh fruit and vegetable sector. *Journal of Rural Studies*, 27 (2), 144-152. (7/55)
2. Gorton, M., Lowe, P., Zarić, V. and Quarrie, S. (2010). European rule adoption in Central and Eastern Europe: a comparative analysis of agricultural water regulation in Serbia. *Environmental Politics*, 19, 578-598.
3. Quarrie, S. (2013). A 'road map' for Serbian research to join the ERA. In: *Proceedings ICTT 2013 International Conference on Technology Transfer*. 20-22nd June, 2013. University of Niš, Niš, Serbia, 29-37. [ISBN 978-86-6125-083-5]
4. Quarrie, S.A., Milošević, A. and Simmons, R. (2012). A systems approach to rural development in Serbia: results of a baseline survey on the community. In: *Proceedings International Scientific Symposium of Agriculture "Agrosym Jahorina 2012"*. Jahorina, Bosnia, November, 15-17, 2012.
5. Ševarlić, M. M., Nikolić, M. M. and Simmons, R. (2010). Agricultural cooperatives and their membership in cooperative unions in Serbia. *Applied Studies in Agribusiness and Commerce*, 3-4, 25-32.

**A list of up to 5 relevant previous projects or activities, connected to the subject of this proposal**

1. **COMPETE** (FP7, 2012-2015) - International comparisons of product supply chains in the agro-food sectors: determinants of their competitiveness and performance on EU and international markets. BSN gives training courses.
2. **WATERWEB** (FP6, 2004-2008) - Water resource strategies and drought alleviation in Western Balkan agriculture. (Dr Quarrie was science coordinator)
3. **FOCUS BALKANS** (FP7, 2008-2011) - Food Consumer Science in the Balkans: Frameworks, Protocols and Networks for a better knowledge of food behaviours. Dr Quarrie was trainer for research dissemination.
4. Role and Potential of Co-operatives in Poverty Reduction. Project within the 'Non-Governmental Public Action Programme' (UK EESRC). Dr Simmons was project manager.
5. Cultures of Consumption and Consumer Involvement in Public Services. Project within the 'Cultures of Consumption Programme' (UK ESRC). Dr Simmons was project manager.

**A description of any significant infrastructure and/or any major items of technical equipment, relevant to Strength2Food**

BSN has all the resources needed to carry out the training and research activities on Strength2Food. It also has all the necessary administrative and accounting resources for effective H2020 project management.

No significant infrastructure or other technical equipment is required for the project.

# Examples of a Partner Profiles

## Horizon 2020 Energy – First Call!

Infoday & Brokerage Event

5th/6th December 2013, Brussels, Belgium



HOME	HOW IT WORKS	AGENDA	C-ENERGY+	INFODAY	CONTACT
------	--------------	--------	-----------	---------	---------

Register or sign in

Participants  
Search  
Show All

B2B Meetings  
Overview

Participants	
Austria	4
Belgium	21
Bulgaria	6
Czech Republic	1
Denmark	5
Estonia	4
Finland	7
France	6
Germany	23
Greece	12
Ireland	3
Israel	1
Italy	24
Lithuania	1
Luxembourg	1
Malta	6
Netherlands	2
Norway	1
Poland	3
Portugal	13
Romania	1
Serbia	1
Slovenia	1
Spain	47
Sweden	2
Switzerland	6
Turkey	2
United Kingdom	30
<b>Total</b>	<b>237</b>

Bilateral Talks	
Participants	233
Meetings	0

Profile Views	
Before Event	6121
<b>Total</b>	<b>6121</b>

### Istituto Superiore Mario Boella



**Address** Via P.C. Boggio 61  
10138 Torino  
Italy

**Web** www.ismb.it

**Phone** +390112276431

**Organisation type** Research

**Organisation size** 51-250

### Participant Details



**Dr. Maurizio Fantino**  
Head of Smart Energy Program  
maurizio.fantino@ismb.it

**Meetings**

- B2B Meetings (9:30 – 13:30)
- Snack-Lunch

### Organisation Details

**Istituto Superiore Mario Boella (ISMB)** is a research & innovation center operating in the Information and Communication Technologies (ICT) domain. Founded in 2000 by Compagnia di San Paolo and Politecnico di Torino, today ISMB relies on the technological and process competences of around 150 researchers working in close cooperation with companies, academia and Public Administration.

ISMB operates according to the knowledge management model: this means that it plays an active role not only in devising innovative solutions, but also in their implementation and consequent developments. This approach represents a step forward with respect to technology transfer, and in this sense the evolutionary lines of European research are taken into account.

ISMB is organized in Research Areas focused on core sectors of ICT. Satellite navigation systems (Navigation Technologies), wireless sensor networks and pervasive systems (Pervasive Technologies), broadband communications and electromagnetic simulation (Multi-Layer Wireless Solutions), optical fibers (Photonics), cloud computing and applications for mobile devices (Information System Architectures & SW Technologies) and new paradigms for Information Management and Innovation Development.

Since 2010, ten years after its foundation, ISMB has extended its activities to process innovation, orienting its focus on priority themes of the European agenda. Such an evolution aims at exploiting excellences and results obtained by Research Areas into Strategic Programs that are interdisciplinary by nature. Smart Energy, Smart City and Smart Health are the strategic programs tackled by ISMB, representing the first step of a broader action aimed at high-value social projects.

The Smart Energy programs aims to study and analyse the role of the ICT to the Energy Domain. ICT can enable new opportunities in the way our society can use energy: energy efficiency and energy monitoring, more users engagement in energy policies, smart (micro) grids, automation and management and control systems, supporting the penetration of renewable energy in current energy systems are just few of the opportunities where ICT technologies can contribute to the future energy revolution.

Consistently with process innovation goals, the Institute has developed a strong competence in new business models that are a necessary component for the economic sustainability of innovative solutions.

Moreover, the Institute is involved in several industrial cooperation activities with both large enterprises and SMEs, as well as in various higher-education initiatives in partnership with academic institutions.

### Areas of Activity

ENERGY EFFICIENCY

COMPETITIVE LOW CARBON ENERGY



## Democratic Crisis Research Group

**Objectives and Scope:** Democratic Crisis and Governance Research Group is a joint initiative of academics from Kadir Has University, Istanbul. The core of the group has a multidisciplinary framework and philosophy, comprised of five researchers from different disciplines including economics, political science, and international relations.

The main objective of the group is to understand the economic and political causes, dynamics, implications and polarizing consequences of rising economic nationalist and populist discourses/policies on European democracies. The group turns a keen eye on the dynamic democracy-trust relation by focusing on how economic nationalism and populism affect trust and how changes in trust affect quality of democracy, vice versa. In addition to theoretical debates and other empirical cases including the EU, the group is currently interested in Turkey as the rise of populist and nationalist discourse along with major overhaul of public administration in the wake of the attempted coup has turned the country into a laboratory for democracy studies.

The group aims to generate public policy debate on the perils of economic nationalism, populism, and polarization on democracy. Our goal is to contribute to the revitalization of trust in democratic institutions through evidence-based research and trust-enhancing suggestions for public policy.

**Skills and Expertise:** The group's expertise covers a comprehensive set of research methods both qualitative and quantitative: historical, institutional, and political economy analysis, theoretical modelling, quasi-experimental causal methods in econometrics, panel data, time series, structural econometrics, ethnographic research, survey, elite interviewing, process tracing, archival research, discourse analysis, and case studies.

**Recent Successful Projects:** The group has involved in many EU, international, and national projects including but not limited to: EU 2012-2016: FP7-People-2011 Marie Curie International Reintegration Grant, No: 303981 "Financialization, economic development and crisis", EU 2016-2021: ERC-2016-STG "Emerging Welfare", EU FP7-Theme, 2011-16: SSH-2010-1.2-1, Grant No: 26680, "Financialization, economy, society and sustainable development", SSHRC (Social Science and Humanities Research Council of Canada) Grant, Program: 410, "Globalization and the New Political Economy of Un/employment", TUBITAK (The Scientific and Technological Research Council of Turkey) 2019-21 Grant No: 218K247 "The Effect of Taxes, Social Spending, and Squatter Housing Forbearance on Income Inequality and Poverty", TUBITAK 2016 Grant No: 115K762 "Export decisions and financing constraints in Turkish manufacturing sector", Kadir Has University (KHAS) Scientific Research Grant No: 2017-BAP-0, 2017-18, "Estimating a Social Policy Relevant Multidimensional Poverty Index for Turkey", KHAS Scientific Research Grant No: 2016-BAP-03, 2016, "An empirical analysis of the industrial sector in Turkey: Research and development investment and external dependency", KHAS Scientific Research Grant No: 2014-BAP-10, 2014-15, "An empirical analysis of the nonfinancial corporate sector in Turkey: Growth, investment and fragility", KHAS Scientific Research Grant, No: 2012-BAP-01, 2012-13, "Capital inflows and economic development: A theoretical and empirical examination".

We are interested in the following H2020 calls: Governance-17-2019 "Democratic crisis? Resolving socio-economic and political challenges to reinvigorate democracies" and Governance-01-2019 "Trust in governance".

**Role as a Partner:** The group may take active part in project design and management, basic and applied research, data gathering and analysis, event management (conferences, workshops, meetings, etc.), policy impact analysis, and project dissemination strategies.

Identifying **potential consortium leaders**

Stakeholder Analysis

**Practical Work**

Filters

Collection

- Select all
- Projects
- Results Packs
- Research\*eu Magazines
- Results in Brief
- News
- Events
- Interviews
- Report summaries
- Project Deliverables
- Project Publications
- Exploitable Results
- Programmes

Domain of Application

- Industrial Technologies

'bosnia'  Edit query

96 results for 'bosnia'

Collection:

Programme:

**HORIZON 2020** PROJECT

**BITNET-INNOSUP Improvement of Innovation Management Capacity of SMEs from Bosnia and Herzegovina (FBH) through Enterprise Europe Network**

ID: 771015

From: 1 March 2017 to: 31 December 2018

A single network of excellence will be created covering territory of Federation of Bosnia and Herzegovina (hereinafter FB&H) implementing "no-wrong door" concept. This Network (Business, Innovation and Technology Network-BITNET) will build on the results of the...

Coordinated in: Bosnia and Herzegovina

Programme: H2020-EC

Field of Science

Programme

- H2020
- FP7
- FP6
- FP5
- FP4
- FP3
- FP2
- FP1
- Other

Topic ID

Show all filters

**HORIZON 2020** PROJECT

**RiNG-20 European Researchers' Night in Bosnia and Herzegovina 2020**

ID: 955424

From: 1 July 2020 to: 28 February 2021

The European Researchers' Night in Bosnia and Herzegovina 2020 (RING-20) aim is to bring researchers closer to the general public and to shape deeper connection between research, creativity and entrepreneurship. RING-20 will be a flagship science promotion...

Coordinated in: Bosnia and Herzegovina

Programme: H2020-EU.1.3.5.

Last update: 15 June 2020

**HORIZON 2020** PROJECT

**BITNET INNOSUP BITNET INNOSUP**

ID: 879587

From: 1 January 2020 to: 31 December 2021

BITNET Consortium (Business, Innovation and Technology Network-BITNET) as a single network of excellence, will build on the results of the BITIN and BITNET Network, offering integrated services in support to business, digitalisation and innovation. The BITNET...

Coordinated in: Bosnia and Herzegovina

Programme: H2020-EU.2.3.2.2.

Last update: 20 April 2020

**HORIZON 2020** PROJECT

**RiNG-16-17 European Researchers' Night in Bosnia and Herzegovina 2016-2017**

ID: 722995

From: 1 June 2016 to: 30 November 2017

"European Researchers' Night in Bosnia and Herzegovina 2016-2017 (RING-16-17) will jointly represent research and innovation landscape from Republika Srpska and Federation of BiH, promote scientific careers and enhance public recognition of researchers' work with...

Go to CORDIS – find ongoing Projects for your area:

[https://cordis.europa.eu/search?q=contenttype%3D%27project%27%20AND%20\(programme%2Fcode%3D%27H2020%27\)%20AND%20\(%27tourism%27\)&p=1&num=10&srt=Relevance:decreasing](https://cordis.europa.eu/search?q=contenttype%3D%27project%27%20AND%20(programme%2Fcode%3D%27H2020%27)%20AND%20(%27tourism%27)&p=1&num=10&srt=Relevance:decreasing)



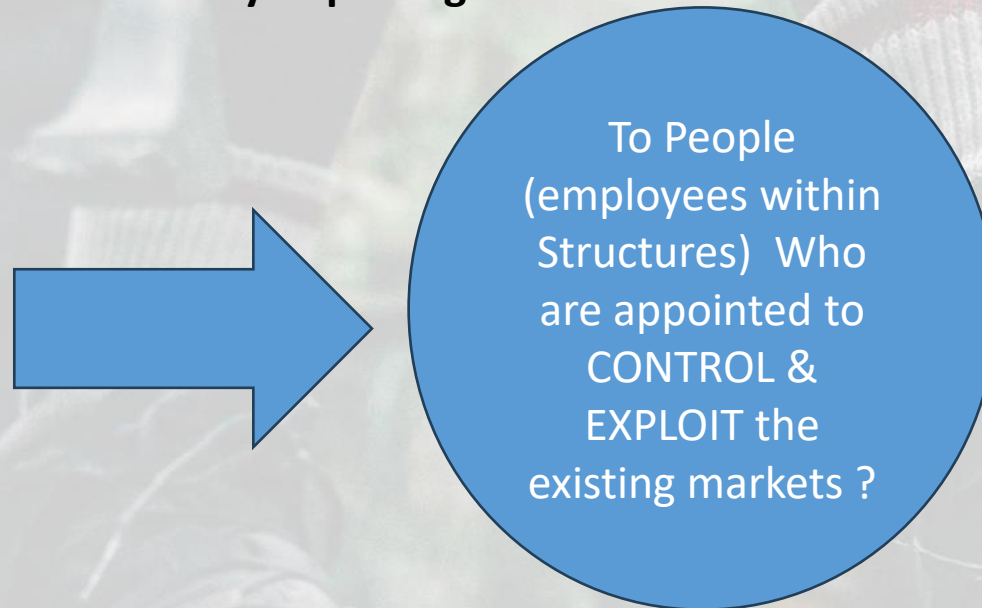
## Stakeholder Analysis Principles for - **SotA and Consortiums**

- Relevant Project
- Relevant scientific publications
- Relevant Market analysis
- Networks analysis / people

# Q & A introduction

If you are pitching “disruptive innovations”

- To Whom You are Pitching ?
- What are you pitching?



- If it's not cost reduction and market expansion,  
What are the “only/most” successful strategies ?

Innovative product, service, approach, business model  
etc .. “to disrupt the existing markets (shares)”?

Are you proposing to the market leaders to **lose their  
market shares and profits?**

.. Ideally than - to **create a “new market & dominance  
over it”?**

At a level of an **industry sector** ? (country, city, smaller)

.. Who could possibly “**have interest & make profits?**”

- **Those who like to take over market dominance?**
- **Those who have access to customers but may  
expand offerings & profitability ?**
- **Those who are willing to “pay to “sustain  
narratives and market control mechanisms”?**
- **Any other assumptions ?**

Thank You for attention !

Send me emails with Questions to

[bosko@eufunds.pro](mailto:bosko@eufunds.pro)